MULTIMEDIA UNIVERSITY*

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022/2023 (TERM ID 2210)

BSM3024 – STRATEGIC KNOWLEDGE MANAGEMENT

(All sections/Groups)

7 FEBRUARY 2023
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages (excluding cover page) with 2 sections.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: Case Study (40 Marks)

Corporate Sustainability in the Headwinds – Turn Crisis into Opportunity, Strengthen Domain Knowledge, and Learn from AI Data

With alarms sounding about a global recession, David Huang, Founder of Jensen Capital, advised companies to value the power of Artificial Intelligence (AI) data and tools, strengthen industry domain knowledge, and cooperate cross-organizationally. The experts noted that business leaders should make the right decisions, enter the market in crisis, and deploy in advance so they can become winners when the economy recovers.

As the world is counting down to 2023, major international institutions are forecasting the global economy next year to be bleak. The International Monetary Fund (IMF) even points out that economic growth in 2023 may continue to be revised down to below 1%. David Huang said that a quarter of a century after the last financial tsunami, another wave of recession will be coming. Corporate leaders should trust the economic cycle, and a market downturn is the best time for companies to improve their personnel, machines, raw materials, methods, and environmental quality.

According to David Huang, AI applications are one of the best choices for investment during the current downturn. Good leaders must see the big picture, and to do that, they must rely on trustworthy intelligence. He suggested that leaders must adopt the right attitude when deploying AI and use AI combined with data and domain knowledge to produce intelligence information. These actions, he said, will ensure sustainable business operation through AI applications. He noted that enterprises should not expect AI to be deployed with a single action, but deployment actually involves detailed workflow and requires cross-departmental and cross-disciplinary communication and coordination to effectively integrate resources.

Under the current trend of second-generation succession, smoothly taking over and breaking new ground are essential topics for many new-generation successors. For traditional industries, more than 95% of companies do not understand AI, and they do not know how many resources to invest in it or how to start. Under good leadership, AI platforms is expected to effectively improve the yield rate, reduce test time and quantity scrapped, and decrease development costs at the same time

David Huang indicated that first-generation leaders rely on time and money to accumulate experience, while second-generation top managers focus on respect and using the power of data to run sustainable businesses. Second-generation leaders should treat data as a daily routine to realize digital optimization and strengthen competitiveness with AI. With fast and sensible business performance as evidence, second-generation successors can win the trust of first-generation leaders.

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Source: Profet AI (2022). *Corporate Sustainability in the Headwinds – Turn Crisis into Opportunity, Strengthen Domain Knowledge, and Learn from AI Data.* Retrieved from: https://en.prnasia.com/releases/apac/

QUESTION 1

Based on the recommendation of David Huang, Founder of Jensen Capital, what are the **FIVE (5)** most suitable corporate-level strategies for artificial intelligence deployment during economic recession? (15 marks)

QUESTION 2

What is artificial intelligence-powered expert system? Suggest **FOUR (4)** strategies to enhance the effectiveness of AI-powered expert system implementation during economic recession. (15 marks)

QUESTION 3

Suggest **FIVE (5)** major issues of the artificial intelligence implementation in the hypercompetitive business environment. (10 marks)

Continued ...

SECTION B: Structured Questions (60 Marks)

QUESTION 1

Evaluate and recommend the best value-creating diversification strategies for a small and medium enterprise. (12 marks)

QUESTION 2

As a chief knowledge officer, advise Company A to adopt vertical integration strategy to gain market advantage against competitors. (12 marks)

QUESTION 3

Based on the short-term and long-term impacts, recommend Company B the most suitable restructuring strategy after merger and acquisition. (12 marks)

QUESTION 4

Recommend the most effective business level strategies for a small and medium enterprise in Melaka. (12 marks)

QUESTION 5

Recommend **FOUR (4)** value-creating benefits of a strategic partnership. (12 marks)

(Total: 100 marks)

End of Paper